

FILE *Training 3* DTR-1298

ND/S 68. 3 685

19 JUL 1968

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Review of National Interdepartmental
Seminar -- Interim Report

1. This memorandum is for your information only.

2. In his memorandum of 10 June 1968 to Ambassador Allen, Chairman of the Committee on Training, Secretary Katzenbach directed the Committee to review the National Interdepartmental Seminar and related training programs to assure the guidelines of the recently approved Foreign Internal Defense Policy (text of directorate attached) are assimilated. He addressed four specific questions to the committee and requested a report for SIG consideration by August 15.

3. The Fifth Coordination Conference of Directors of Training sponsored by the NIS from 17 to 19 June provided an ideal forum to discuss the new emphasis in the FIDP. A report on the Conference is in the final stages of preparation and will be submitted by Ambassador Deming, Coordinator for the NIS, to the Committee on Training. Meanwhile, the following details and conclusions can be reported:

- a. Sixty-eight officers attended the Conference which included representatives from Department of State, Department of Defense, AID, USIA, and CIA. All senior war colleges were represented.
- b. The FIDP was welcomed by the participants as an updated revision of the 1962 Overseas Internal Defense Policy, reflecting experience gained since that time and changes in the world scene.

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c. The discussion group concluded that:

- (1) The FIDP makes training requirements even more critical for senior officers and places upon these officers greater emphasis on sensitivity and judgment.
- (2) Changes in emphasis are needed in existing senior training programs.
- (3) Training is required for senior officers going to countries on the priority list and those going to all developing countries.
- (4) Training programs for middle rank officers should be maintained or expanded.

4. In its report to the Committee, the NIS Working Group will recommend that the NIS and Directors of Training of related government training programs revise their programs to coincide with the guidelines of the FIDP and to ensure that officers assigned to key positions in developing countries will:

- a. "Be constantly alert to conditions of internal security in order to identify situations where subversion, instability, or disorder endanger significant U.S. interests."
- b. "Make judgments about the nature and speed of the process of national development and, where U.S. interests require it, to seek ways to influence the process constructively."
- c. "Evaluate the U.S. response in terms of a selection from, or mix of policy options ranging the whole gamut from non-involvement through diplomatic persuasion to use of military force."
- d. "Make judgments in individual country situations concerning the character of U.S. action . . . and the appropriateness of political, military, economic, and psychological activities that should be applied."

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5. The NIS report takes the position that the FIDP, by emphasizing selectivity and policy-management guidance rather than doctrine, points up directly the need for senior officer competence in making analytical assessments and judgments. These judgments should successfully integrate the political, sociological-cultural backgrounds and dynamics of country situations. The paper also proposes a revised NIS curriculum.

6. The four questions from Secretary Katzenbach, together with the gist of the NIS reply, are:

- a. "Which officers require the special training offered by the NIS?"

Discussion: Directives provide that all officers assigned to key positions in the developing countries are to take the NIS. It is believed that this requirement should be retained.

- b. "Do students find the training applicable to problems they later face in the field?"

Discussion: The NIS is presently conducting a survey of the graduates of the last five sessions. The results of that survey will be submitted as a response to this question.

- c. "How can balanced attendance from agencies, services, and departments best be achieved?"

Discussion: This is largely a management responsibility of the five participating agencies. In the first instance, it is essential for the Department of State to understand the importance of assuming its leadership role and of providing guidance on this and related matters.

- d. "Would the NIS be more effective (and would attendance be improved) if, for example, the seminar were abbreviated from four weeks to two?"

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Discussion: The question of length can best be determined on the basis of subject matter to be covered and the amount of time to do it productively. The proposed NIS curriculum could be covered in three weeks if necessary. To reduce the course further would not be appropriate. It is difficult to predict if a reduced training period would improve attendance.

7. We will keep you advised on the above and related matters as they develop.



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Acting Director of Training

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ROUTING AND RECORD SHEET

DTR-1296

SUBJECT: (Optional)

Review of National Interdepartmental Seminar -- Interim Report

FROM:

EXTENSION

NO.

DATE 19 JUL 1968

Acting Director of Training

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Deputy Director for Support 7D18, HQS.

19 July 68

To DDS:

This is an interim reply to your Memorandum of 20 June, Subj: Review of National Interdepartmental Seminar.

A meeting of the SEB Committee on Training is set for 24 July 1968. It may resolve the matter of course length - probably agreeing on 3 weeks - and related training matters, e.g.: attendance, content.